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Part I

SUMMARY OF THE STRATEGIC PLAN

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This is the Strategic Plan for Information Handling Systems (IHSs) in the Central Intelligence Agency for the five year period 1985 through 1989. It includes the Automatic Data Processing (ADP) and communications functions performed throughout the Agency. The specific Implementation Plans are presented in the contexts of the nine Program Areas used in the planning process and the existing, designated Projects. The detailed budget data down to the Program and Project level is presented in Appendix I.

This summary aggregates the principal elements of the Program Areas and designated Projects into seven areas so that the Strategic Plan can be seen as a whole. The assignment of designated Projects to aggregation areas is frequently somewhat arbitrary, since the projects involve elements common to a number of areas. The intent of the structure of the aggregation is to make relationships and dependencies more clearly visible.

A. Summary of the Plan

It is now recognized throughout the Agency that in order to meet the defined automation objectives and do so at an acceptable cost, the Agency's IHSs have to be addressed as a whole. The developments of each of the components have to be guided in part by standardization and integration of the large Agency environment in which they will interoperate. The systems generally have to be designed and built on the basis of an assumption that their usage will ultimately extend beyond any specialized group for which they are built. To support general user communities they have to meet applicable standards which make it possible for them to be part of a uniform environment, and they should be user friendly.

In most instances, these requirements will mean additional investments for the individual developments, relative to what would have been obtained for an unintegrated, specialized approach to applications. These additional investments are relatively small, however, falling primarily in the design phases of system development. But for the Agency's IHSs investment as a whole, it will mean substantial cost savings and major improvements in performance. Taking an integrated approach permits the same software functionalities to be used in different environments, and also provides badly needed interoperational capabilities that simply will not be otherwise affordable.

The principal efforts required to meet these objectives can be categorized into seven broad areas:

- o Develop an Integrated and Coherent Architecture for the Agency's Information Handling Systems

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- o Automation of the Office Environment Associated with Intelligence Production

- o Develop a Communications Network, Internetting the Agency's Major Processing and User Service Functions

- o Substantially Enhance Processing Capabilities and User Utility through Increased Capacity of Central System, Distribution of Processing and Application of Special Purpose Machinery

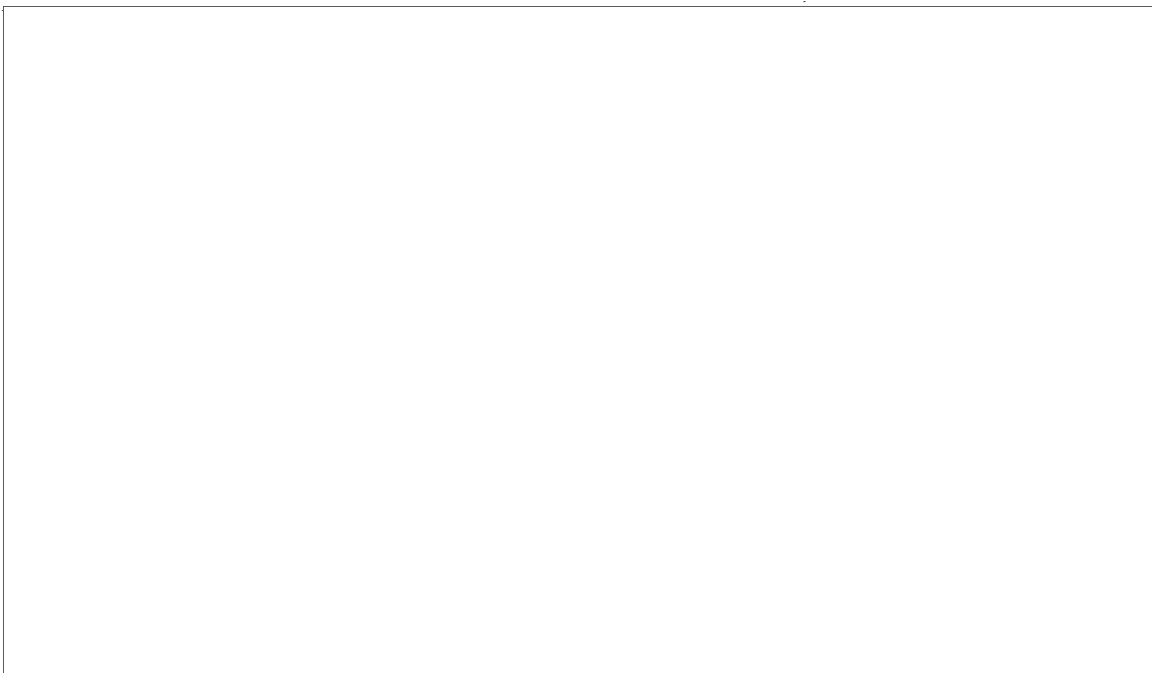
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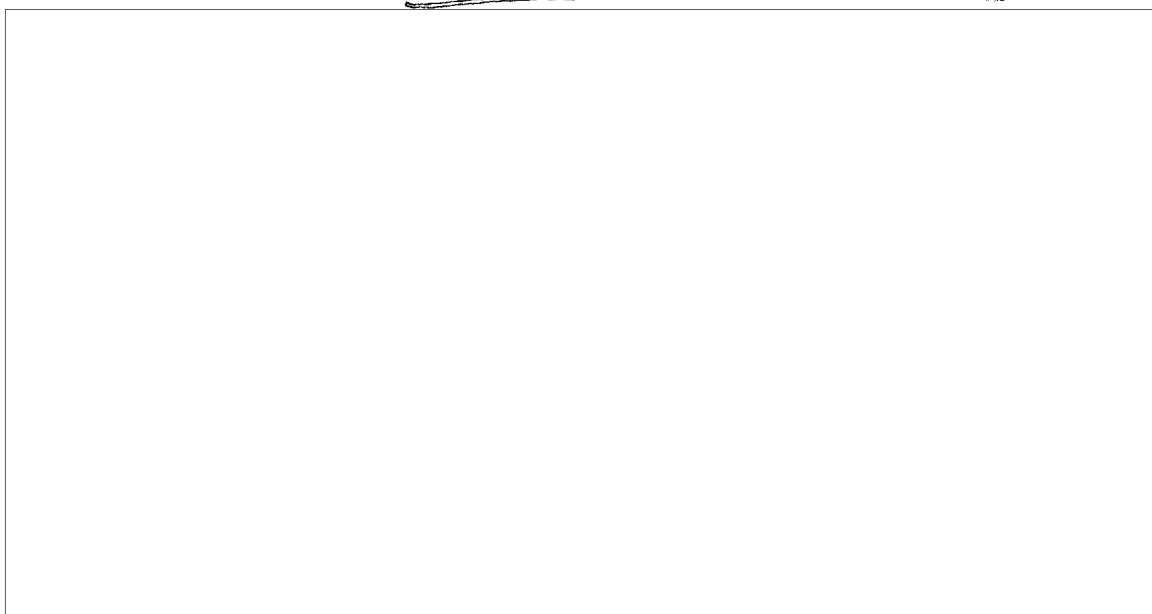
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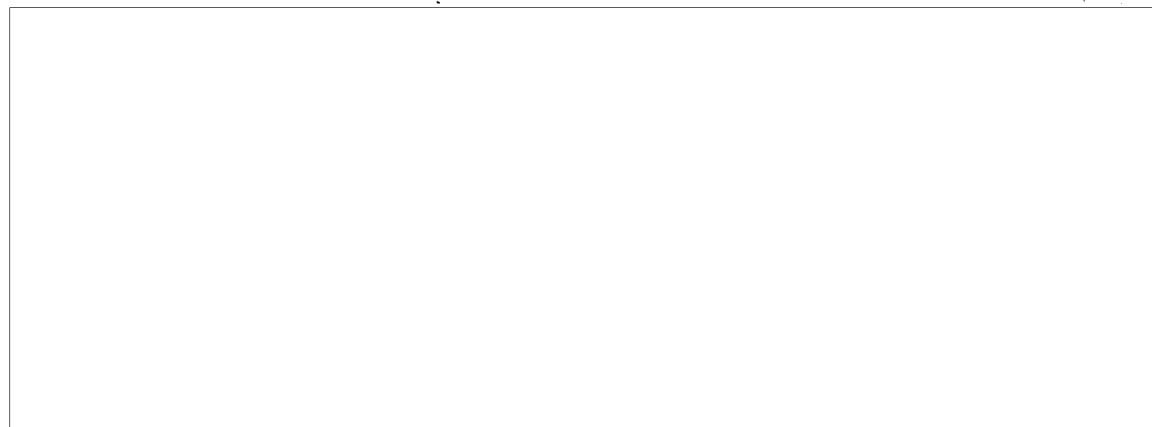
- o Provide a New Family of Interoperating Administrative Systems

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- o Improve Security of IHSs

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o Improve Information and Information Resources Management

Figures 1.2 and 1.3 present summaries of the strategic implementation plans of these seven areas. These are highly abbreviated schedules which combine the Projects, and Program Area plans presented in their respective implementation planning sections. Emphasis in these summary diagrams is on the major milestones.

The schedules presented are relatively tight. They are based on an assumption of reliance on commercial products for the main building blocks and contractors for systems design, development, and integration. We must also greatly enhance the ability of users to develop their own applications packages, conforming to Agency-wide design and documentation standards. Both steps are needed to respond to the increasing demand for tailored functional capabilities and prevent projection into the future of the current frustration with long queues for applicational developments. The schedules presented should not be viewed as rigid, however. As progress is made towards these objectives, there will be increased understanding of the new opportunities and problems will be discovered. In such instances, the planning will be adjusted to reflect the new circumstances.

Ultimately, ~~integration of the Agency's IHSs depends on establishing a~~ single "culture". We need to speak a common language - in order to have a common understanding and appreciation of how systems should be designed, built, operated, and maintained. Building such a common culture will require an integrated training program - integrated in the sense that there should be a strong, Agency-wide training program in all the aspects of development, operation and documentation of IHSs; and component-unique training should be compatible with and support this general training.

B. Key New Initiatives Requiring Early Starts

Because of the sequential dependencies involved in the architecture and system developments, making major investments in the time period 1985 through 1989 is frequently dependent on doing analysis and planning in 1983 and 1984. To present these dependencies, the Gantt charts defining the

programs have all been started at 1983.

It is recognized that this is not adequate budgetary support for many of these efforts. For this reason, the key new initiatives which in part or whole are unfunded have been identified. They are summarized below, accompanied by a rough estimate of the unfunded portion of their resource requirements. While the titles and descriptions address the initial efforts, they are usually the introductory parts of the larger programs. In order to reflect the real resource requirements, the resource estimates are for the total effort during the indicated year, not just the initial effort.

The key new initiatives defined by the IHS Strategic Planning Program are for FY 83 - FY 85 which are unfunded in whole or or part are:

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